STATE OF NEW HAMPSHIRE

DEPARTMENT OF HEALTH AND HUMAN SERVICES

DIVISION FOR BEHAVIORAL HEALTH

BUREAU OF MENTAL HEALTH SERVICES

Jeffrey A. Meyers
Commissioner

Katja S. Fox
Director

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9/7/2017

Geraldine Couture, Executive Director
Seacoast Mental Health Center
1145 Sagamore Avenue
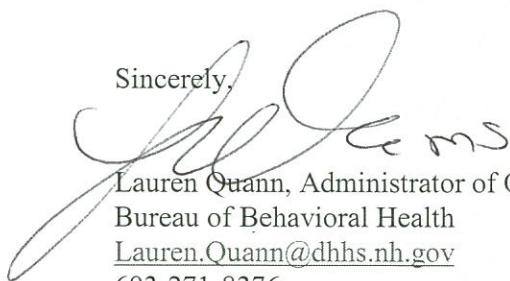Portsmouth, NH 03801

Dear Ms. Couture,

Enclosed is the Supported Employment Fidelity Report that was completed on behalf of the Division for Behavioral Health of the Department of Health and Human Services for Seacoast MHC. This review took place from August 23rd, 2017 through August 24th, 2017. The Fidelity Review is one component of compliance with the Community Mental Health Settlement Agreement to evaluate the quality of services and supports provided by New Hampshire's Community Mental Health Center system. It is also the goal that these reviews are supportive in nature and enable your Community Mental Health Center to identify areas of strength and areas in need of improvement. Through this, the outcomes and supportive services for all consumers will be improved.

Seacoast MHC is invited to review the report and respond within 30 calendar days from date of this letter addressing the fidelity items listed below. These items have been chosen for your attention because your center scored a 3 or below on them. We ask that you address each item but please choose 2-3 to focus on for the purpose of your Quality Improvement Plan. Please address these in a QIP to my attention, via e-mail, by the close of business on October 7th, 2017.

- Staffing
    - Integration of Rehab with MH treatment through frequent contact (#2)
    - Role of Employment Supervisor (#5)
    - Agency Focus on Competitive Employment (#7)
- Services
    - Rapid Job Search for Competitive Employment (#4)
    - Job Development – Frequent Employer Contact (#6)
    - Assertive Engagement and Outreach by Integrated Team (#14)

Thank you to all of the Seacoast MHC staff for their assistance and dedicating time to assist the Department through this review. Please contact me with any questions or concerns you may have.

Sincerely,

Lauren Quann, Administrator of Operations
Bureau of Behavioral Health
Lauren.Quann@dhhs.nh.gov
603-271-8376

Enclosures: Seacoast MHC Initial Fidelity Review
CC: Karl Boisvert, Diana Lacey, Susan Drown

Supported Employment Fidelity Review

Seacoast Mental Health Center

On Site Review Dates: August 23 & 24, 2017

Final Report Date: August 31, 2017

David Lynde, LICSW
Dartmouth Hitchcock Medical Center
Evidenced-Based Practice Trainer & Consultant

Christine Powers, LICSW
Dartmouth Hitchcock Medical Center
Evidenced-Based Practice Trainer & Consultant

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ACRONYMS

ACT - Assertive Community Treatment

BMHS - NH Bureau of Mental Health Services

CMHC - Community Mental Health Center

CSP - Community Support Program

DHHS - Department of Health and Human Services

DHMC - Dartmouth Hitchcock Medical Center

EBP - Evidence-Based Practice

ES - Employment Specialist

MH - Mental Health

MH Tx Team - Mental Health Treatment Team

NH - New Hampshire

NHH - New Hampshire Hospital

PSA - Peer Support Agency

QA - Quality Assurance

QIP - Quality Improvement Program

SAS - Substance Abuse Specialist

SE - Supported Employment

SMI - Severe Mental Illness

SPMI - Severe and Persistent Mental Illness

TL - Team Leader

Tx - Treatment

VR - Vocational Rehabilitation

AGENCY DESCRIPTION

Christine Powers, LICSW and David Lynde, LICSW from Dartmouth Hitchcock Medical Center conducted an SE Fidelity Review with Seacoast Mental Health Center (SMHC) on August 23rd and 24th, 2017. SMHC's program is titled, Career Focus, and the program started delivering services in December of 2007. The SMHC's SE team consists of an SE supervisor and 2 full time employment specialists. The SMHC SE team provides services on the "Exeter Team" in Exeter and the "Classic Team" in Portsmouth. SMHC's SE team is clearly passionate about helping people with work in a recovery-oriented way. The SMHC SE team seems to support each other and is highly regarded by the agency. SMHC has an additional employment specialist on the ACT team that collaborates via SE group supervision, VR partnership, and trainings; however, the ACT employment specialist is not included in this review and would be included on an EBP-ACT fidelity review.

METHODOLOGY

The reviewers are grateful for the professional courtesies and work invested by the SMHC staff in developing and providing these activities as part of SE fidelity review process.

The sources of information used for this review included:
- Reviewing SE client charts
- Reviewing documents regarding SE services
- Reviewing data from the SE team
- Observation of Integrated Team Meeting
- Observations of SE services being carried out in the community
- Interviews with the following: Members of the Executive Leadership Team, SE Supervisor, Employment Specialists, Medication Prescriber, other CMHC staff, and a person from NH Vocational Rehabilitation services
- Interview with SE clients

REVIEW FINDINGS AND RECOMMENDATIONS

The following table includes: Fidelity items, numeric ratings, rating rationale, and recommendations. Ratings range from 1 to 5 with 5 being highest level of implementation.

#	Item	Rating	Rating Rationale	Recommendations
			STAFFING	
1	Caseload Size	4	Reports of the employment specialists' caseload sizes vary significantly. The average caseload size based on the various reports is determined to be approximately 25 clients per employment specialist.	The SE team leader should carefully review with each employment specialist all of the clients on each of their caseloads to establish an accurate number of active SE clients as well as those clients who should be transferred off SE services.
2	Employment Services Staff	5	Employment specialists provide only SE Services.	
3	Vocational Generalists	5	Employment specialists carry out a full range of SE activities with clients including: ☑ engagement ☑ completing vocational profiles ☑ developing employment goals ☑ job search ☑ job development and ☑ follow along supports for employed clients.	

#	Item	Rating	Rating Rationale	Recommendations
			ORGANIZATION	
1	Integration of Rehab w/MH Tx through team assignment	5	The two employment specialists and their supervisor cover the treatment teams for SMHC at the Exeter office ("Exeter Team") and the Portsmouth office ("Classic Team"). It is worth noting that the ACT team has a full time employment specialist on their team who meets with the SE team for supervision, training and collaborative meetings with Vocational Rehabilitation. While the two full time employment specialists are generally working with two "teams," it is important to factor in the size and locations of these teams. SMHC serves approximately 900 – 1,000 adults with SMI at two locations that are approximately 30 minutes of drive time apart. Many staff at both sites stated that the SE program would benefit greatly from hiring another employment specialist that would be located full time at the Exeter office.	

#	Item	Rating	Rating Rationale	Recommendations
2	Integration of Rehab w/MH Tx through frequent contact	3	☐ Employment specialist attends weekly mental health treatment team meetings. ☐ Employment specialist participates actively in treatment team meetings with shared decision-making. ☑ Employment services documentation (i.e., vocational assessment/profile, employment plan, progress notes) is integrated into client's mental health treatment record. ☑ Employment specialist's office is in close proximity to (or shared with) their mental health treatment team members. ☑ Employment specialist helps the team think about employment for people who haven't yet been referred to supported employment services. Numerous staff indicated that communication and integration of SE services would be improved if the employment specialists themselves would be able to regularly & consistently attend client-centered team meetings.	The SE team leader should explore ways for the employment specialists to attend treatment teams on a weekly basis. Increasing contact with an integrated team provides a more cohesive team approach, keeping current on client goals and clinical information, learning about potential job leads, and assisting the team with identifying clients that may benefit from the SE program. The agency might also want to consider adding a third employment specialist to the SE team, as this might allot more time for employment specialists to be regularly involved in treatment team meetings. The agency might want to explore ways for adding office space for the SE team in the Exeter location, as this would enrich SE team integration at this location.

#	Item	Rating	Rating Rationale	Recommendations
3	Collaboration between Employment Specialist & Voc Rehab Counselor	5	The SE team meets on a monthly basis with a local Vocational Rehabilitation counselor in the Portsmouth, NH office of NH Vocational Rehabilitation. This is an exemplary example of a working effective collaboration between the SMHC SE program and Vocational Rehabilitation. The SE supervisor, SMHC and the Portsmouth office of NH Vocational Rehabilitation should be commended and recognized for the working partnership they have mutually established to better benefit clients of SMHC SE program and NH VR.	
4	Vocational Unit	4	☑ At least 2 full time employment specialists and a team leader form an employment unit. ☐ Weekly client-based group supervision based on the supported employment model in which strategies are identified. ☑ Job leads are shared. ☑ They provide coverage for each other's caseloads when needed.	The SE team leader may want to explore ways to increase SE group supervision to once every week. Weekly group SE supervision is important for helping employment specialists think of strategies, share job leads, and celebrate successes.

#	Item	Rating	Rating Rationale	Recommendations
5	Role of Employment Supervisor	3	The SE supervisor carries out the following functions: ☑ They are responsible for supervising 2 employment specialists. ☐ They conduct weekly SE team meetings. ☑ They work to assure integration with different treatment teams. ☑ The SE supervisor takes an active role in training, and providing field mentoring for new SE staff. ☐ The SE supervisor regularly reviews the employment rate of clients in the SE program and establishes new goals for increasing that employment rate. The SE supervisor is highly regarded across the agency and within the SE team. It is clear the SE supervisor is passionate about work as a recovery goal, and the SE leader has worked hard to make employment an important focus within the agency. Some examples of creative things the SE leader has done include, holding "referral paloozas" about twice per year that encourage staff to refer new clients to the SE program, and staff receiving postcards when clients get jobs.	The SE team leader should establish a way to review the employment rate for clients within the SE program and for clients across the agency at least quarterly. Reviewing the employment rates will assist the program in setting goals to improve program performance, including increasing the number of clients making progress towards their work recovery goals. Please see above item ("Vocational Unit") regarding recommendation for weekly SE group supervision.

#	Item	Rating	Rating Rationale	Recommendations
6	Zero Exclusion Criterion	5	Nearly all staff members that were interviewed stated that they regularly encourage clients to consider participating in the SE program, even when clients are just thinking about employment or if they have questions about how their disability benefits might be affected by employment. Staff indicated a working understanding of the full inclusion (zero exclusion) principle of SE. SMHC has added information about SE and the zero exclusion philosophy to staff orientation as well.	
7	Agency Focus on Competitive Employment	3	Agency promotes competitive work through multiple strategies: ☑ Agency intake includes questions about interest in employment. ☑ Agency includes questions about interest in employment on all annual assessment or treatment plan reviews. ☑ Agency displays written postings (e.g., brochures, bulletin boards, posters) about working and supported employment services, in lobby and other waiting areas ☐ Agency supports ways for clients to share work stories w/other clients and staff (e.g., agency-wide employment recognition events, in-service training, peer support groups, agency newsletter articles, invited speakers at client treatment groups, etc.) at least twice a year. ☐ Agency measures rate of competitive employment on at least a quarterly basis and shares outcomes with agency leadership and staff.	The SE leader may want to consider adding additional written postings / posters to the lobby and waiting rooms. Though clients in SE can share stores with each other, such as during V-IMR groups, the agency should consider developing specific ways for clients who are not yet in SE to hear success stories from clients who are already in SE services. Examples may include having a client employee of the month or having a panel of employed SE clients speaking to clients not yet in SE. The agency should explore ways to measure and share the competitive employment rate across the agency. Sharing the employment rate educates agency staff about work as a recovery goal, program performance, and program goals.

#	Item	Rating	Rating Rationale	Recommendations
8	Executive Team Support for SE	4	☑ Executive Director and Clinical Director demonstrate knowledge regarding the principles of SE ☑ Agency QA process includes an explicit review of the SE program. Agency QA process uses the results of the fidelity assessment to improve SE implementation and sustainability. ☑ At least one member of the executive team actively participates at SE leadership team meetings (steering committee meetings) that occur at least every six months for high fidelity programs and at least quarterly for programs that have not yet achieved high fidelity. ☐ The agency CEO/Executive Director communicates how SE services support the mission of the agency and articulates clear and specific goals for SE and/or competitive employment to all agency staff during the first six months and at least annually. This item is not delegated to another administrator. ☑ SE program leader shares information about EBP barriers and facilitators with the executive team (including the CEO) at least twice each year. The executive team helps the program leader identify and implement solutions to barriers. While information about the value of employment is communicated across the agency, all sources indicated this information comes from the SE leader, rather than the CEO / Executive Director.	It is clear the SMHC SE program is highly regarded by the Executive Team, and the Executive Team trusts the SE team leader to be the spokesperson for employment and SE services. The Executive team might want to consider speaking about employment at staff events, such as all-staff meetings, or coming up with ways to write about SE / employment, such as in an agency newsletter.

#	Item	Rating	Rating Rationale	Recommendations
			SERVICES	
1	Work Incentive planning	5	☑ All clients are offered assistance in obtaining comprehensive, individualized work incentives planning before starting a new job and assistance accessing work incentives planning thereafter when making decisions about changes in work hours and pay. ☑ Work incentives planning includes SSA benefits, medical benefits, medication subsidies, housing subsidies, food stamps, spouse and dependent benefits, past job retirement benefits and any other source of income. ☑ Clients are provided information and assistance about reporting earnings to different benefit programs, if applicable. The SE team has been jointly trained with local VR counselors on work incentives, in addition to utilizing trainings and information via Granite State Independent Living, the Social Security office, and online resources. The SE team leader is a great resource to the SE team and other agency staff about work incentives planning. A number of clients and staff described different work incentives program, such as Plan for Achieving Self-Support (PATH).	

#	Item	Rating	Rating Rationale	Recommendations
2	Disclosure	5	☑ Employment specialists do not require all clients to disclose their psychiatric disability at the work site in order to receive services. ☑ Employment specialists offer to discuss with clients the possible costs and benefits (pros and cons) of disclosure at the work site in advance of clients disclosing at the work site. Employment specialists describe how disclosure relates to requesting accommodations and the employment specialist's role communicating with the employer. ☑ Employment specialists discuss specific info to be disclosed (e.g., disclose receiving MH treatment, or presence of a psychiatric disability, or difficulty with anxiety, or unemployed for a period of time, etc.) & offer examples of what might be said to employers. ☑ Employment specialists discuss disclosure on more than one occasion (e.g., if clients have not found employment after 2 months or if clients report difficulties on the job).	

#	Item	Rating	Rating Rationale	Recommendations
3	Ongoing, Work-based Vocational Assessment	5	☑ Developing the vocational profile occurs over 2-3 sessions and information is documented on a vocational profile that includes preferences, experiences, skills, current adjustment, strengths, personal contacts, etc. ☑ The vocational profile is used to identify job types and work environments. ☑ The vocational profile is updated on a regular basis. ☑ Employment specialists help clients learn from each job experience and also work with the treatment team to analyze job loss, job problems and job successes.	
4	Rapid Job Search for Competitive Employment	3	According to a review of the data provided, as well as the SE team's report of a new client who recently had the first employer contact, the average time from starting the SE program to having face-to-face contact with a potential employer or school is 94 days. The staff members of the SE program do appear to help clients who are referred to their program without artificial delays, such as requiring clients to prove work readiness in a step-wise or agency-based vocational program.	The SE team leader should require all SE staff to input information about a client's first contact with a potential employer or school in order implement a consistent and reliable tracking system. A report that could be helpful for this item as well as tracking other SE items might include tracking of the following data: - When the client started SE service - Date of first face-face potential employer contact - Date of interview(s) - Date of job start - Employer and location - Disclosure permission for follow-along support This tool can assist in carrying out services more efficiently, as well aide in group supervision, coverage, tracking, and improving program outcomes.

#	Item	Rating	Rating Rationale	Recommendations
5	Individualized Job Search	5	Based on staff and client interviews, as well as chart reviews, employment specialists make employer contacts based on job choices that reflect clients' preferences, strengths, symptoms, lessons learned from previous jobs, ect at least 90% of the time.	
6	Job Development - Frequent Employer Contact	3	The two employment specialists on the SE team have the skills and knowledge to perform effective job development with potential employers in the community. While the SE team does provide some job development in the community, it does not use a documented process for both employment specialists' employer contacts, such as a job development log.	The SE supervisor should require use of an employer contact log for all employment specialists regularly to track, share, and improve employer contacts in the community.
7	Job Development - Quality of Employer Contact	4	One employment specialist was able to demonstrate the skills and ability of providing quality job development with employers in the community. The other employment specialist did not demonstrate job development in the community with the reviewer; there was no evidence of this employment specialist building relationships with employers through multiple visits in the community via the job development log or review of the clinical record.	All employment specialists should document job development employer contacts that capture the content and quality of these interactions and relationships. The SE team leader should require use of an employer contact log for all employment specialists regularly to track, share, and improve employer contacts in the community.

| #	Item	Rating	Rating Rationale	Recommendations
8	Diversity of Job Types	4	Employment specialists assist clients to obtain different types 80% of the time.	Please see recommendation in Services section, item 4-"Rapid Job Search for Competitive Employment." Developing additional working relationships with an array of employers via job development may help with increasing the diversity of job types.
9	Diversity of Employers	4	Employment specialists assist clients to obtain jobs with different employers 78% of the time.	Please see recommendation in Services section, item 4-"Rapid Job Search for Competitive Employment." Developing additional working relationships with an array of employers via job development may help with increasing the diversity of employers.
10	Competitive Jobs	5	Employment specialists provide options for permanent competitive jobs 95% or more of the time.	

#	Item	Rating	Rating Rationale	Recommendations
11	Individualized Follow-along Supports	5	☑ Clients receive different types of support for working a job that are based on the job, client preferences, work history, needs, ect. ☑ Employment specialists provides employer support at clients' requests ☑ The employment specialist helps clients more onto more preferable jobs and also helps with school or certified training programs ☑ The site provided examples of different types of support including enhanced supports by treatment team members	
12	Time-unlimited Follow-along supports	5	The SE program does not place any artificial time barriers on follow along supports for employed clients. Employment specialists provide follow along supports for clients starting the first day of work (e.g. providing a ride the first day or a meeting), as well as checking in with employed clients on a regular basis.	
13	Community Based Services	5	The employment specialists spend a great deal of their time out in the clients' communities. All clients interviewed stated their employment staff frequently came to their residence or meet them in the community. A review of the clinical record indicates that nearly all documented contacts occurred in the community. It does appear that employment specialists spend more than 65% of their time out in the community.	

#	Item	Rating	Rating Rationale	Recommendations
14	Assertive Engagement & Outreach by Integrated Team	3	Evidence that all 6 strategies for outreach and engagement are used: ☑ Service termination is not based on missed appointments or fixed time limits ☑ Systematic documentation of outreach attempts ☐ Engagement and outreach attempts made by integrated team members ☑ Multiple home/community visits ☐ Coordinated visits by employment specialist with integrated team member ☑ Connect with family when applicable Based on interviews and chart reviews, there was no indication of engagement and outreach attempts via integrated team members or coordinated visits, though there were some incidents documented that may've benefited from this approach.	It is important for treatment team members to help each other find about why a client may not be engaging in services. Employment specialists attending weekly treatment team meeting is one effective way of strategizing assertive engagement and outreach mechanisms with team members. Please see recommendation in Organization section, item 2- "Integration of Rehab w/MH Tx through frequent contact".

| SE Score Sheet	
Staffing	
1 Caseload size	4
2 Employment Services Staff	5
3 Vocational Generalists	5
Organization	
1 Integration of Rehab w/MH Treatment through team assignment	5
2 Integration of Rehab w/MH Treatment through frequent contact	3
3 Collaboration between Employment Specialists & Voc Rehab	5
4 Vocational Unit	4
5 Role of Employment Supervisor	3
6 Zero Exclusion Criteria	5
7 Agency Focus on Competitive Employment	3
8 Executive Team Support for SE	4
Services	
1 Work Incentive Planning	5
2 Disclosure	5
3 Ongoing, Work-based Vocational Assessment	5
4 Rapid Job Search for Competitive Employment	3
5 Individualized Job Search	5
6 Job Development- Frequent Employer Contact	3
7 Job Development- Quality of Employer Contact	4
8 Diversity of Job Types	4
9 Diversity of Employers	4
10 Competitive Jobs	5
11 Individualized Follow-along Supports	5
12 Time-unlimited Follow-along Supports	5
13 Community-based Services	5
14 Assertive Engagement & Outreach by Integrated Treatment Team	3
Total	107

115 - 125 = Exemplary Fidelity
100 - 114 = Good Fidelity
74 – 99   = Fair Fidelity
73 and below   = Not Supported Employment

SMHC SE Items 2017
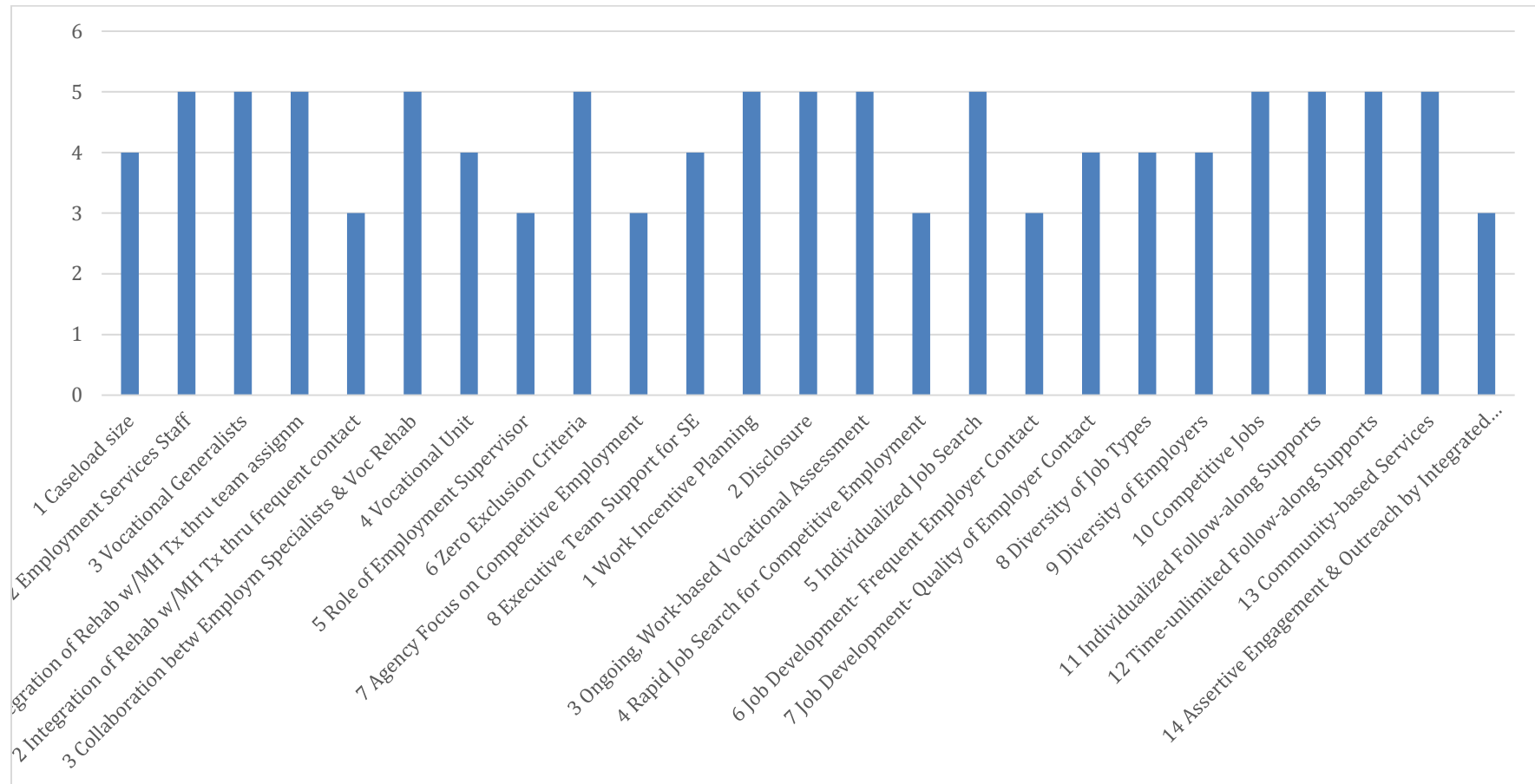
SE Fidelity Items	2016	2017
1. Caseload size	5	4
2. Employment Services Staff	5	5
3. Vocational Generalists	5	5
1. Integration of Rehab w/MH Tx thru team assignment	4	5
2. Integration of Rehab w/MH Tx thru frequent contact	4	3
3. Collaboration between Employment Specialists & VR	5	5
4. Vocational Unit	5	4
5. Role of Employment Supervisor	4	3
6. Zero Exclusion Criteria	3	5
7. Agency Focus on competitive Employment	3	3
8. Executive Team Support for SE	5	4
1. Work Incentive Planning	3	5
2. Disclosure	5	5
3. Ongoing, Work-based Vocational Assessment	5	5
4. Rapid Job Search for Competitive Employment	3	3
5. Individualized Job Search	5	5
6. Job Development- Frequent Employer Contact	2	3
7. Job Development- Quality of Employer Contact	5	4
8. Diversity of Job Types	4	4
9. Diversity of Employers	4	4
10. Competitive Jobs	5	5
11. Individualized Follow-along Supports	5	5
12. Time-unlimited Follow-along Supports	5	5
13. Community-based Services	5	5
14. Assertive Engagement & Outreach by Integrated Team	5	3
Total	109	107

SMHC SE 2016 & 2017 Items
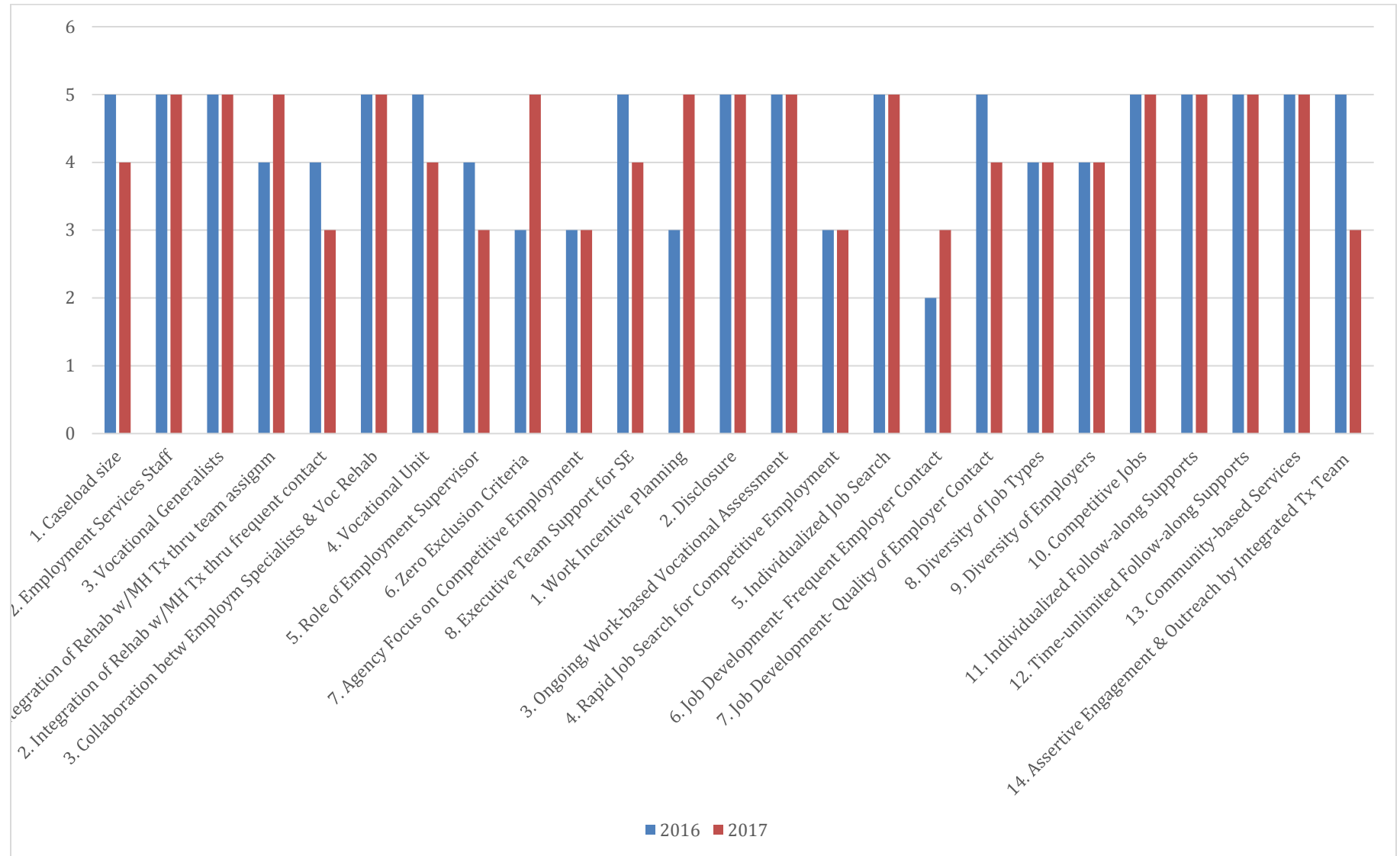
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SE Fidelity Quality Improvement Plan Template
Seacoast Mental Health Center

Location: ☐ Portsmouth and Exeter   Date: 10/6/17

SE Fidelity Area in Need of Improvement: O2: Integration of Rehab w/MH Tx thru frequent contact

SE Fidelity Baseline: ☐ 1 ☐ 2 ☒ 3 ☐ 4 ☐ 5

Improvement Target: ☐ 1 ☐ 2 ☐ 3 ☒ 4 ☐ 5 by _____ (date)

Improvement Strategies (select all that apply)**:**
☐ Policy change ☐ Practice change ☒ Process change ☐ Workforce Development
☐ Infrastructure improvement ☐ Other _____

Action Plan (List the activities planned to achieve the improvement target. Include additional rows if needed)**:**

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
Employment Specialist to attend weekly team meetings on rotating coverage	Improved team collaboration	10/1/17		SE Team Leader

_____

SE Fidelity Area in Need of Improvement: O5: Role of Employment Supervisor

SE Fidelity Baseline: ☐ 1 ☐ 2 ☒ 3 ☐ 4 ☐ 5

Improvement Target: ☐ 1 ☐ 2 ☐ 3 ☒ 4 ☐ 5 by _____ (date)

Improvement Strategies (select all that apply)**:**
☒ Policy change   ☐ Practice change   ☒ Process change ☐ Workforce Development
☐ Infrastructure improvement   ☐ Other _____

Action Plan (List the activities planned to achieve the improvement target. Include additional rows if needed)**:**

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
SE Sup work with QI to develop reports to review employment rates on individual caseloads		10/6/17		
Emp. Rates reviewed quarterly in tx team meetings		10/6/17		
Recognition of high emp rates on caseloads		10/6/17		
Review of caseloads with low emp. Rates and referral to SE services as needed		10/6/17		

_____

SE Fidelity Area in Need of Improvement: O6: Job Development- Frequent Employer Contact

SE Fidelity Baseline: ☐ 1 ☐ 2 ☒ 3 ☐ 4 ☐ 5

Improvement Target: ☐ 1 ☐ 2 ☐ 3 ☒ 4 ☐ 5 by _____ (date)

Improvement Strategies (select all that apply)**:**
☐ Policy change   ☐ Practice change   ☒ Process change ☐ Workforce Development
☐ Infrastructure improvement   ☐ Other _____

Action Plan (List the activities planned to achieve the improvement target. Include additional rows if needed)**:**

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
Employer contact logs reviewed weekly in supervision				
Access database implemented			10/31/17	

Include additional forms if needed.

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BUREAU OF MENTAL HEALTH SERVICES

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Jeffrey A. Meyers
Commissioner

Katja S. Fox
Director

October 11th, 2017

Dave Smith
Manager of Evidence-Based Practices
Seacoast Mental Health Center, Inc.
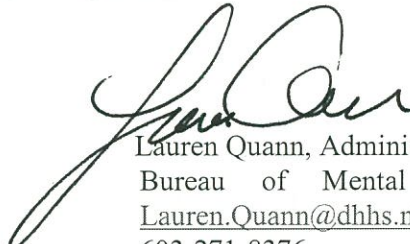115 Sagamore Ave
Portsmouth, NH 03801

Dear Mr. Smith,

The New Hampshire Department of Health and Human Services, Bureau of Mental Health Services, received Quality Improvement Plan submitted on October 6th, 2017 that was in response to the SE Fidelity Review conducted by the Dartmouth Hitchcock consultants on August 23^{rd,} 2017 through August 24th, 2017. I am happy to inform you that this QIP has been accepted. At the Department's discretion, information and documentation may be requested to monitor the implementation and progress of the quality improvement areas identified for incremental improvement.

Please contact Lauren Quann if you have any questions regarding this correspondence, process questions, or ongoing support needs at 603-271-8376, or by e-mail: Lauren.Quann@dhhs.nh.gov.

Many thanks for your dedication to provide quality services to individuals and families in your region. We greatly look forward to our continued work together.

Sincerely,

Julianne Carbin, Director
Bureau of Mental Health Services
Julianne.Carbin@dhhs.nh.gov
603-271-8378

Lauren Quann, Administrator of Operations
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Enclosures:
CC: Karl Boisvert, Diana Lacey